

## Message Text

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STADIS////////////////////////////////////

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TAGS: BEXP, AFSP, YO

SUBJECT: YUGOSLAVIA'S STATUS AS A CCP COUNTRY

REF : A. 75 BELGRADE 6328 STADIS (B) 75 STATE A-7369

1. THE CCP CONCEPT IS SOUND AND OBVIOUS AS MANAGEMENT TECHNIQUES AND I HAVE NO QUARREL WITH IT IN PRINCIPLE. IN FACT, I WAS FAVORABLY IMPRESSED SHORTLY AFTER ARRIVAL HERE WHEN MY STAFF REVIEWED WITH ME THE FIRST CCP FOR YUGOSLAVIA, THEN NEARING COMPLETION. BUT SUBSEQUENT EXPERIENCE SINCE THEN HAS BEEN DISILLUSIONING.

2. PROBLEM IS THAT CCP IS NOT WHAT IT PURPORTS TO BE. IT IS A BUREAUCRATIC MUDDLE: NEITHER AN EFFECTIVE MANAGEMENT TOOL, NOR BASED ON SOUND MANAGEMENT PROCESS.

3. CCP WAS BILLED TO ME AS CONCENTRATION OF TRADE PROMOTION EFFORTS AGREED UPON AND MOST AIMED AT ACHIEVING FEASIBLE AND BEST GOALS, CCP WOULD BE CARRIED OUT AS A CONTRACTUAL ARRANGEMENT IMPOSING MUTUAL RESPONSIBILITIES AND OBLIGATIONS UPON WASHINGTON AND THE MISSION. FRANKLY, I HAVE NOT SEEN WASHINGTON LIVING UP TO ITS END OF THE BARGAIN. TWO ABORTED EXHIBITS SPEAK FOR THEMSELVES. 76 CCP CALLED FOR INTERAGENCY EXHIBIT AT 1976 NOVI SAD FAIR TO SUPPORT CAMPAIGN ON  
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FOOD PRODUCTION AND PROCESSING. IT ALSO CALLED FOR USIA

EXHIBIT IN ZAGREB AS PART OF COMMERCIAL CAMPAIGN ON ENERGY & ENERGY SYSTEMS. THESE THEMES HOLD HIGHEST US EXPORT PROSPECTS AND ARE MISSION'S MOST IMPORTANT CCP CAMPAIGNS, BUT WASHINGTON SUPPORT FOR THESE EVENTS DID NOT MATERIALIZE. TO FURTHER ILLUSTRATE POINT, WE HAVEN'T EVEN RECEIVED SUGGESTIONS, LET ALONE MATERIALS, PROMISED IN THE PLAN ON WHAT TO GET FOR THE COMMERCIAL LIBRARY TO PROMOTE IMPORTANT US INDUSTRIES. MY IMPRESSION THEN IS THAT SO-CALLED CONTRACTUAL OBLIGATIONS ALL ONE WAY, BINDING THE POST BUT NOT WASHINGTON AGENCIES.

4. PLANNING PROCESS ITSELF, AS WE EXPERIENCE IT, IS ALSO FAULTY. WHILE THERE HAS BEEN SOME PRELIMINARY SUGGESTIONS ON OUR PART FOR FY 1977 PROMOTIONAL EVENTS, I WAS SURPRISED THAT PROPOSED SCHEDULE PRECEDED, RATHER THAN FOLLOWED, REQUEST FOR FINAL RECOMMENDATIONS ON WHAT INDUSTRIES TO PROMOTE. THIS SEQUENCE IS A REVERSE OF SENSIBLE, SOUND, MANAGEMENT PLANNING. WE SHOULD FIRST ESTABLISH OUR GOALS, AND THEN DECIDE HOW TO PROMOTE THEM.

5. SINCE MISSION MUST LARGELY DEPEND ON OWN RESOURCES FOR TRADE PROMOTIONS, IT IS MY CURRENT THINKING TO REPLACE CCP WITH CAP WHICH, AS REFTTEL EXPLAINS, REQUIRES MODEST, IF ANY, COMMERCE DEPARTMENT RESOURCES TO ACHIEVE. AT THIS MISSION MAIN RESOURCE, ADMITTEDLY ALSO MODEST, IS PERSONNEL. SOLID PLANNING FOR OUR COMMERCIAL PROGRAM NECESSARY AND USEFUL, NO ARGUMENT ON THAT. BUT ADDITIONAL EFFORT MY STAFF MUST EXPEND ON MECHANICS OF CCP REDUCES WORK WHICH JUSTIFIED THEIR PRESENCE BEFORE CCP INTRODUCED HERE. CONSCIENTIOUS PREPARATION OF RESOURCE ALLOCATION TABLE REQUIRES TOO DETAILED MANPOWER ALLOCATION STUDY AND NECESSITATES KEEPING STATISTICAL RECORDS ON TRIVIA. PARTICULARLY SINCE NO EXPERT REACTION FROM WASHINGTON ON WHETHER TABLE SHOWS RESOURCES SPEND WELL, I PREFER HAVE STAFF SPEND TIME ON WHAT THEY ARE HERE FOR, WHICH IS TO PROMOTE TRADE AND PROVIDE INTERPERTIVE REPORTING.

7. POINT ON POLITICAL IMPLICATIONS ESCAPES ME. SINCE CAP IS WHAT LATIN AMERICAN POSTS HAVE, WHAT GOES ON IN BUREAU EAST-WEST TRADE DOES NOT SEEM GERMANE. I RATHER DOUBT YUGOSLAVS AND U.S. BUSINESSMEN WOULD CARE OR PAY ANY ATTENTION TO WHETHER MISSION OPERATES UNDER CCP, CAP, OR SOME OTHER LIMITED OFFICIAL USE

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PLANNING CONCEPT. WHAT WE GET DONE COUNTS.

8. I SUGGEST CAREFUL CONSIDERATION OF THESE POINTS. IT MAY BE TACTICALLY EASIER FOR DEPARTMENT TO HAVE MY REPORTING CHANGES DIGESTED ELSEWHERE BEFORE LETTING CCP ISSUE STICK IN BUREAUCRATIC CRAWLS. IN THE INTERIM, I WILL HAVE WORK DONE ON THE CCP AS SUGGESTED FOR FIRST THREE MONTHS OF THIS YEAR -- AT LEAST PROCEDURES APPARENTLY HAVE BEEN SLIGHTLY SIMPLIFIED.

I WOULD ALSO LIKE TO KNOW WHETHER THERE ARE ANY IMPROVEMENTS  
IN TRAIN THAT MIGHT MAKE THE EXERCISE WORTH THE EFFORT.  
OTHERWISE, I SEE NO ALTERNATIVE TO A FORMAL RECOMMENDATION  
TO TERMINATE CCP.  
SILBERMAN

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